

OrdnanceReports

News updates from around the world



June 11, 2003



This publication is produced by the U.S. Army Ordnance Corps Communications Coordinator. The purpose of this publication is to provide Command Information materiel concerning world events and the U.S. military's role in those events. Ordnance specific events will be covered if appropriate. Direct your correspondence to Ed Starnes at 410-278-2415 (DSN 298-2415), or email edward.starnes@ocs.apg.army.mil.



UNITED STATES ARMY THE CHIEF OF STAFF

11 June 2003

CHIEF OF STAFF FAREWELL MESSAGE

TO THE ARMY

For 38 years, I have been privileged to serve as an American Soldier – there has been no greater honor. For the last four years, I have served you as your Chief of Staff.

Today, nearly 370,000 of you are on point for the Nation in more than 120 countries around the globe. You are decisively fighting our Nation's wars, keeping the peace in places important to us, and preserving the freedom and privileges we all enjoy. You are the best Soldiers in the world, the most respected Army in the world, and the most feared ground force to those who would threaten the interests of the United States. On your broad shoulders, you carry the hopes of our Nation, and your spirit is indomitable. You do not waiver; you do not flinch; and you never quit, no matter how difficult the mission.

All of us know that we do not Soldier alone. Again and again, I have seen the tremendous courage that resides among our families. They sacrifice for us so that we can serve; they support us through the most challenging days; they patiently wait for us when we are deployed; and they enable each of us to remain focused on the difficult missions at hand. I am particularly grateful for their unyielding devotion and constant support in the difficult months since our Nation was attacked on 11 September – their strength and generosity is an inspiration to us all. Our Army families are inextricably linked to our readiness.

I am so very proud of each of you – Soldier, civilian, veteran, retiree, and all of your families. Typical of your 228-year legacy, you have accomplished more than I could have ever asked. In less than four years – while fighting the global war on terrorism and Operation Iraqi Freedom – you have dramatically improved the Well-Being of our people; preserved the warfighting readiness of our Legacy force; fielded the first of our 6 Stryker Brigade Combat Teams; and put into place the frameworks that will allow the 35th Chief of Staff to achieve irreversible momentum in Transformation. Your accomplishments are too great and too numerous to recite. But because of all of your efforts, your uncompromising excellence in leadership, and your perseverance, we will see the Objective Force fielded before the end of this decade. You always take your objective.

As I stand my final formation on 11 June 2003 and in the years ahead, you will remain in my prayers that God will grant his tender mercies upon you and keep you safe. God bless you and your families, our magnificent Army, and our great Nation.

Eric K. Shinseki
General, United States Army

Commentary: Shinseki leaves legacy of irreversible momentum

by Joe Burlas

WASHINGTON (Army News Service, June 10, 2003) — You cannot consider Gen. Eric K. Shinseki's tenure as the 34th chief of staff of the Army without thinking about two subjects that reflect his passions: soldiers and Transformation.

Shinseki retires from the Army June 11 after a career that spanned the globe and 38 years of service in peace and war.

When the chief started taking me on the occasional trip to visit troops, he told me that my purpose was tell the soldiers' story — not his. I told him what he had to say to those soldiers during those visits was an important part of the story, but I would find a balance between the two.

For the most part, I have been able to live up to that agreement, and I have tried for that balance here as what Shinseki has accomplished as chief is tied directly to the welfare of soldiers and their ability to remain the world's greatest warfighters.

Shortly after becoming chief, Shinseki turned the Army on its ear with the announcement that one of his top priorities was to create an Interim Brigade Combat Team capable of deploying anywhere in the world within 96 hours. His vision of units equipped with vehicles lighter than Bradleys and Abrams M-1 Tanks would serve as a bridge for the Army's future Objective Force while providing the Army a more lethal, mobile and survivable force than the light forces which initially held the line in Saudi Arabia against Iraq during the Gulf War.

Lacking only its Mobile Gun System and Nuclear, Biological and Chemical Reconnaissance variants, the first Stryker Brigade Combat Team is a reality today. It finished certification testing in late May and could be ready for deployment as early as late summer, according to officials. The second Stryker Brigade has already started receiving its vehicles and is scheduled to undergo certification testing next May.

Speaking to soldiers, Shinseki said that Transformation isn't just about shiny new equipment — it's also about changing systems and processes.

In the case of the Stryker brigade, Transformation was about taking an acquisition system that traditionally takes a decade or more to develop and test major Army combat systems before fielding them and changing the processes to cut that time to less than four years from concept to fielding.

In the personnel field, Shinseki chartered an Army Developmental System XXI study and four separate panels that examined in-depth the training leadership and development expectations and opinions of Army civilians and the NCO, Warrant Officer and Officer Corps.

Recommendations from those studies have resulted in a number of initiatives:

A training holiday prior to three-day holiday weekends to lessen the

effects of OPTEMPO and allow soldiers to balance the needs of work with that of families.

A one-year stabilization at the current duty station for soldiers with family members attending their senior year at high school.

An updated NCO career development guide keyed to each military occupational specialty vice the generic guide it replaced.

Masking all lieutenant officer evaluation reports upon making captain to allow new officers to learn and survive in what had become a zero-defects environment.

Recognizing that the quarterly Unit Manning Report created during the Cold War often contained 60-day-old information by the time it reached the Pentagon and did not reflect all that is needed to make a readiness evaluation, he charged a group of War College officers to come up with a better way of doing business. The kicker was the requirement that it didn't add another report to a commander's overflowing inbox.

The group recommended a Web-based collection system where real-time changes could be made as they occurred and relied mostly on reports that were already being collected. Department of the Army Staff and major commands began using the Strategic Readiness System last summer.

War College officers were also charged with determining what Well-Being means and to develop a measurement system that ties dollars to each Well-Being element. That work was completed more than a year ago with Well-Being being measured as part of SRS.

The Army G-1 initiated Well-Being labs at a number of Army installations to test new Well-Being concepts where the rubber meets the road last summer. A consolidated report from the labs recommending what should be implemented Armywide is expected this summer.

Tied to Well-Being, Shinseki initiated an annual Army Education Summit consisting of Army education specialists and educators from civilian communities near Army posts. The first summit three years ago resulted in more than a dozen county boards of education signing an agreement easing graduation, athletic and grade transfer policies for students moving among the signatories. Known as the Secondary Education Transition Study, more and more boards of education are signing every year.

Another education initiative from the chief has recently bore fruit. The Army began encouraging state legislative bodies last winter to allow soldiers and family members to have in-state college tuition eligibility in their state of legal residence, the state where the soldier is assigned, and continuity of both once established. Georgia signed on to the initiative in May.

The chief has engaged private industry on a number of issues to help soldiers, including:

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First Lady, JCS Chairman praise service members at gala

by Gerry J. Gilmore, American Forces Press Service

WASHINGTON, June 10, 2003 –The men and women of America's armed forces received a personal thank you from first lady Laura Bush and an award from a national media owners' and managers' group at a gala here June 9.

Air Force Gen. Richard B. Myers, the chairman of the Joint Chiefs of Staff, accepted the Guardian Award on behalf of all U.S. service members at the Service to America Summit dinner held at the Ronald Reagan Building in downtown Washington.

Sponsored by the National Association of Broadcasters Education Foundation, the event was also part of Operation Tribute to Freedom, an ongoing DoD-public program that thanks service members for their contributions and sacrifices to the nation in the war against terrorism.

Mrs. Bush received NABEF's Leadership Award for her efforts in improving the lives of America's young people through early reading and learning programs.

However, "the most deserving award winners are the men and women of the United States military," the first lady declared to the audience.

Over the past year "the world witnessed the courage and the resolve of our military" during operations in Afghanistan and Iraq, Mrs. Bush noted.

America's troops, she added, "have conducted themselves with compassion and we pray that they will return safely and soon."

Mrs. Bush and the Joint Chiefs chairman both received standing ovations from the audience when they were introduced. In his remarks, Myers thanked the foundation for the award and praised service members "for their dedication, their professionalism (and) their selfless service to our nation."

The four-star general then introduced, to a round of applause, five service members who'd accompanied him to the dinner: Army Pfc. Patrick Malone, a broadcaster with the 3rd U.S. Infantry (The Old Guard); Navy Petty Officer 2nd Class Cara Hunt, a broadcaster with the Naval Media Center, Air National Guard Senior Airman Alex Smith, a military policeman with the 171st Air Refueling Wing; Marine Staff Sgt. Steven Williams, also a broadcaster at the Naval Media Center; and Coast Guard Petty Officer 1st Class Patrick McNeilly, a member of the Coast Guard's Atlantic Strike Team.

Myers asserted that he and the nation "owe a debt of gratitude" to America's troops for their dedication, professionalism, and "the sacrifice that they're willing to make and not just their sacrifice, but the sacrifice of their families."

The four-star general observed that as JCS chairman he couldn't "be prouder" representing "not only these five (service members), but all our armed forces."

Smith, a Pittsburgh native who recently returned stateside after a



"Over the past year "the world witnessed the courage and the resolve of our military," first lady Laura Bush remarked June 9 at the Service to America Summit dinner in Washington. Photo by Gerry J. Gilmore

tour of duty at Baghdad International Airport in Iraq, noted it "was a real honor" to attend the dinner.

"It's a once-in-a-lifetime thing," the 19-year-old airman remarked, adding, "I'm only an E-4; to be able to meet a four-star general, especially Gen. Myers" was a definite thrill.

Commentary: Shinseki leaves legacy of irreversible momentum continued

An annual Investment in America forum between senior Army leaders and top corporate executives to share best business practices.

A general-officer speaker program that brought in "influential thought leaders" from industry and academia to arm generals with the knowledge they needed to manage change.

A mobile working spouse forum to encourage industry to hire spouses of soldiers in jobs where they can telecommute or stay with the business as Army families move from post to post.

Considering that about half of Shinseki's tenure was after the terrorist attacks of Sept. 11, the chief's accomplishments for soldiers and the Army are remarkable.

While the chief has done a lot, he was only half of a very effective command team. His wife, Patty, hosted the annual Army Education Summit and separate Army Family Action Plan, while making time to visit dozens of family readiness groups. She also hosted a Spouse Orientation Process Action Team of active, Reserve and National Guard spouses that developed a more efficient means of communicating Army resources available to family members.

As a young man, I learned that a good citizen always leaves a place better than he found it. The Shinsekis are great citizens by that definition as they leave the Army a much better place than when they joined it in 1965.

U.S. paratrooper killed in Baghdad attack

BAGHDAD, Iraq (AP) -Assailants fired rocket-propelled grenades at a checkpoint in Baghdad's southwestern suburbs, killing one U.S. paratrooper and wounding another, a military statement said Wednesday.

It said the soldiers from the 82nd Airborne Division's 2nd Brigade were manning a weapons collection on Tuesday afternoon when a van pulled up about 250 yards from the checkpoint and a number of men exited. They fired two RPG rounds at the squad and then fled down the alleyway, the statement released by the U.S. Central Command said.

One of the grenades fell short but the other exploded killing one of the paratroopers and seriously injuring another. He is listed in critical condition.

Despite the ouster of Saddam Hussein's regime on April 9, U.S. troops have continued to be attacked, mainly in central and western Iraq. Dozens of soldiers and Iraqis have been killed or wounded in

daily skirmishes.

Meanwhile, U.S. troops staged a massive crackdown north of Baghdad on suspected Saddam loyalists and Baathist paramilitary groups believed to be behind the spate of attacks, the Central Command said Wednesday.

It said 397 suspects had been arrested so far in a massive sweep near the town of Balad, about 40 miles north of the capital. A large quantity of arms and ammunition was seized in the ongoing operation.

On Tuesday, the military said that a total of 205 coalition troops had died since the beginning of the U.S.-led invasion of Iraq.

Of those, 135 were killed in hostile activities and 70 in friendly fire incidents or other accidents. A total of 627 service members were injured since the beginning of Operation Iraqi Freedom on March 20, the military said.

Saddam's surviving followers responsible for attacks on U.S. troops in Iraq, Rumsfeld says

by Gerry J. Gilmore,

American Forces Press Service

WASHINGTON, June 11, 2003 – Surviving followers of deposed dictator Saddam Hussein's regime are responsible for a recent spate of sometimes fatal attacks on U.S. troops serving in Iraq, U.S. Defense Secretary Donald H. Rumsfeld said June 10 during his ongoing four-day European trip.

"I would say the remnants of the Iraqi regime, the Fedayeen Saddam, the Baathists and some — very likely — Special Republican Guard and (other) folks are still" in Iraq, Rumsfeld remarked to reporters

during a news conference held in Fort Sao Juliao, Portugal.

"And they are the ones that are periodically attacking coalition forces, sometimes successfully," the defense secretary pointed out.

Most recently, one U.S. soldier died and another is in critical condition as the result of a June 10 rocket-propelled grenade assault at a coalition trash collection point in southwest Baghdad, according to a U.S. Central Command press release.

The injured soldiers, both paratroopers in the U.S. Army's 82nd

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KUWAITI COMMANDOS—
Kuwaiti soldiers go through a course simulating clearing a building at the Kuwaiti Commando Training Camp, Kuwait, June 9 during Operation Iraqi Freedom. U.S. Marine Corps. photo by Lance Cpl. Jonathan Sotelo



**GENERAL ERIC K.
SHINSEKI
34TH CHIEF OF STAFF
OF THE ARMY
RETIREMENT CER-
EMONY, JUNE 11, 2003
(as prepared)**

Secretary Brownlee, thank you for the generosity of your remarks and for hosting today's ceremony. You lead the Army through a difficult period; best wishes in the execution of your important duties.

Secretary and Mrs. Norm Mineta -- Transportation -- thank you for being here.

We have received tremendous support from the Defense Oversight Committees: Senate Armed Services Committee -- Senators Warner and Levin; Senate Appropriations Committee for Defense -- Senators Stevens and Inouye; House Armed Services Committee -- Congressmen Hunter and Skelton; Congressman Bill Young, Chairman of the House Appropriations Committee; and Congressmen Lewis and Murtha -- House Appropriations Committee for Defense -- Thank you all and your dedicated staffs -- Sid Ashworth, Valerie Baldwin, John Bonsall, Dan Cox, and former Staff Director Steve Cortese -- for your support of The Army, its initiatives for the future, and its Soldiers.

Let me also acknowledge the leadership of the Senate and House Army Caucuses -- Senators Inhofe and Akaka, congressmen McHugh and Edwards -- we truly appreciate the tremendous support you provide to the Army's initiatives. We are fortunate to have some members of congress with us today -- Senators Dan Inouye, Daniel Akaka, Jack Reed, and former Senator Max Cleland; Congressmen Jerry Lewis, Ike Skelton, Gene Taylor, Neil Abercrombie, Rodney Rrelinghuisen, Sylvester Reyes, Charles Taylor -- Patty and I are honored that you could join us -- thank you.

Sincere thanks to the members of congress who paid kind tributes to my service in recent days -- Congressmen Lewis, McHugh, Edwards, and Skelton -- I deeply appreciate the graciousness of

your remarks;

Senator Dan Inouye -- Special thanks to you, sir, for your friendship and mentoring. I am indebted to you for introducing me at my senate confirmation hearing. Your words then and your support over the last four years have been humbling. Thank you for your patriotism and your leadership;

- Deputy Secretary England -- Homeland Security;

- Secretary and Mrs. Jim Roche -- Air Force;

- General Al Haig -- Thank you for honoring us with your presence;

- General Barry McCaffrey and Jill -- thank you for honoring us, as well;

- Secretary Togo West -- 16th Secretary of the Army;

- Secretary Tom and Susan White -- 18th Secretary of the Army -- Thanks for your unwavering support of Soldiers and The Army, for your friendship, and for being here today. When they call the roll of principled, loyal, tough guys, you will be at the top of the list.

- General Dick Myers -- our chairman -- his wife, Mary Jo, and Lynne Pace, wife of our Vice Chairman; -- fellow members of the joint chiefs of staff and your ladies: Vern and Connie Clark - CNO; John and Ellen Jumper - CSAF; Mike and Silke Hagee - Commandant, Marine Corps; Tom and Nancy Collins - Commandant, Coast Guard. To the Joint Chiefs -- you have my respect and admiration for the experience you bring to deliberations, the responsibilities you bear for the nation, and the care you engender for people.

- Former Army Chiefs of Staff: General and Mrs. Reimer, General and Mrs. Sullivan, General and Mrs. Vuono;

- Members of our outstanding Army Secretariat, including Joe Reeder and Mike Walker -- former undersecretaries of the Army;

- Our Vice Chief of Staff -- Jack Keane and his wife, Terry, who have worked tirelessly for four years on behalf of Soldiers and the Army -- thank you both for your dedication

and support;

- Counterpart Army chiefs who have traveled long distances to be here today -- General and Mrs. Gert Gudera, old friends from Germany since our service together in Bosnia; General Edward Pietrzyk, Poland; General and Mrs. Hillier, Canada; General Canelo-Franco, Paraguay; General Morozov, Russia; General Marekovic, Croatia -- Patty and I are deeply honored by your presence;



General Eric K. Shinseki Retirement Ceremony continued

- Other fellow U.S. General and Flag Officers - - serving and retired, active and reserve components, and your spouses - - especially the retired four stars who are here today - - thank you all for your support and your leadership - - The Army is in good hands and it keeps rolling along. Let me particularly acknowledge the serving 4-stars - - Jim Ellis, Charlie Holland, Larry and Jean Ellis, Paul and Dede Kern, Leon and Judy Laporte, B.B. Bell, Tom and Toni Hill, Kevin and Carol Bynes, and those recently retired from active duty - - John and Ceil Abrams, Buck and Maryanne Kernan, Jay and Cherie Hendrix, Tom and Sandy Schwartz, John and Jan Coburn. Let me also acknowledge the important service and presence of the Joint and Army staffs and the Army's general officers in command who provide strong, steady, and enduring leadership;

- Sergeant Major of the Army Jack and Gloria Tilley - - The Army could not have asked for two more enthusiastic proponents for Soldiers and families. To you and the MACOM sergeants major who have gathered here today, thanks for your wise counsel and friendship. We are indebted to all of you for your leadership and your care and concern for Soldiers;

- Master Chief Petty Officer of the Navy and Mrs. Scott;

- Former SMAs Hall, Kidd, and Bainbridge and your ladies;

- Civilian Aides to the Secretary of the Army;

- My beloved family - - some 70-strong - - has journeyed great distances to be here. Grandma Shinseki, who turns 92 this year, has chosen not to travel and my sister, Yvonne, has remained at home with her. But just about everyone else is here - - my older brother, Paul, and his family, then Patty and our children - - Lori, Ken, and their spouses who have made Patty and me grandparents five times over. Many others from Patty's and my wonderful family are gathered in strength - - uncles, aunts, sisters, brothers, cousins, nephews and nieces - - wonderful people who live simple lives in proud and vocal support of this chief - - God bless you all;

- So many other dear friends and associates - - too numerous to name but whose journeys have brought them miles, years, and memories to be here today: Kauai High School classmates; classmates from Hunterdon Central High School, where I spent a defining year of my life as an exchange student to New Jersey; the men and women of the distinguished West Point class of 1965; representatives from industry and the non profits who have done so much for The Army and Soldiers - - especially Frances Hesselbein of Leader to Leader Institute; members of our superb, professional media - - Joe Galloway, Thom Shanker, Dick Cooper, Dave Moniz, Greg Jaffe, Ann Roosevelt, Joe Burlas, and others who have helped to tell our Soldiers' stories;

- The international representatives of the attache corps;

- Our wonderful Army Arlington Ladies, who represent the Chief of Staff at each and every Army funeral in Arlington to honor our Soldiers when they are laid to rest - - thank you;

Youngsters from my front office and the quarters 1 staffs: John Gingrich and members of my staff group; my XOs - - Joe Riojas and Tom Bostick; and Lil Cowell - - the steady hand in the office of the CSA for four chiefs, who quietly retired last week; CW5 Dan Logan; SGM Bruce Cline and Team CSA; SFC John Turk and the admin section; MAJ Pedro Almeida, the last in a series of world-class aides; Linda Jacobs and the heroes of protocol - - all kept the office of the chief well-represented through sheer hard work and dedication, making my life and patty's most rewarding - - thank you all;

- Teri and Karen Maude and the Brian Birdwells - - survivors of 11 September 2001 among the many hurt and scarred that day;

- Spouses of the generals who ran the ground war in Iraqi freedom -

- Carmen McKiernan, Kimberly Webster, Dee Thurman, and Bea

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Tanks block a path at a training range Monday in Paju, near the Demilitarized Zone between North and South Korea. Villagers are worried they'll be left badly exposed when American troops withdraw. Katsumi Kasahara / AP photo

General Eric K. Shinseki Retirement Ceremony continued

Christianson - - thank you for coming today and for your generosity, grace, and courage;

- Other distinguished guests, ladies and gentlemen;

My name is Shinseki, and I am a Soldier - - an American Soldier, who was born in the midst of World War II, began his service in Vietnam 37 years ago, and retires today in the midst of war in Afghanistan and Iraq. The strategic environment remains dangerous, and we, in the military, serve our nation by providing the very best capabilities to restore order in a troubled world. Soldiering is an honorable profession, and I am privileged to have served every day for the past 38 years as a Soldier.

The good book tells us, to every thing there is a season and a time to every purpose. Today is a time for thank yous, and our purpose is to say farewell. As we speak, over 370 thousand Soldiers are deployed and forward stationed in 120 countries. Their missions range from combat to peacekeeping to rebuilding nations to humanitarian assistance to disaster relief - - and a host of other missions in between. And as busy as they are, there have been no dropped balls - - none, on any mission. They are trained, disciplined, focused, and well-led. The Soldiers arrayed before us represent the magnificence of that Army. Their parade formation stretches not only from left to right across this field, but also backwards in history to a time before the republic was formed. Precision counts in this profession, and no one does it any better than the Old Guard and Pershing's own. Please join me in thanking the Soldiers on parade today and on duty here, behind the stands, and around the world.

Thanks also to former bosses, mentors, friends, and fellow Soldiers who trained me as a Soldier and grew me as a leader - - some of them are here today. General Fred Franks - - who more than anyone else has been coach and mentor in all the years I served as a general officer; Generals Butch Saint, Ed Burba, Rich Cardillo, Tom Tait - - who fought to keep me on active duty after a service-disqualifying injury - - Dick Davis, Colonel Bill Greynolds, my hospital bunkmate

Bill Hale, and Sergeant Ernie Kingcade - - a noncommissioned officer, who, while underway by ship to Vietnam, provided me the only officer basic course I would receive before going into battle - - and I could not have had a better education. Ernie, it has been a long journey, and the example you set has been with me for 38 years. Thanks for that early model of what noncommissioned officers were supposed to be - - I have never expected less, and it has made all the difference.

To the men of '65 - - strength and drive. 38 years since we stepped off together as Soldiers - - you have been role models, friends, associates, and fellow Soldiers for these many years. Your notes in the days following 11 September and during the height of Iraqi Freedom were of great comfort - - wonderful reminders of all that we had been through together. Thanks for standing my last formation with me. It's been my distinct honor to have been associated with you and with what we've accomplished as a class. Your presence is most appreciated.

To Patty, my wife of 38 years - - you taught me the meaning of selflessness, of elegance, of courage, and of a bright spirit undiminished by time or adversity. You have seen me at my worst and stuck with me - - and you've seen me at my best and chuckled in disbelief. Throughout it all, your patience, your balance, your encouragement, and your love and support have sustained me. You stood beside my hospital bed for days, helped me learn to walk a second time, enabled me to regain confidence and a sense of direction, helped me reestablish a professional career, moved our children and our household 31 times, and always, always provided great strength when it was needed most. You could have been and done anything you chose - - yet you chose to be a Soldier's wife. The profound grace of that decision has blessed me immeasurably. Thank you for 38 wonderful years in a profession I loved nearly as much as you.

Lastly, I want to thank the men who have served in this position, those who saw the Army through some dark days following Vietnam. It was a daunting and enormous task, but they - - with others who are present today - - they did it. They gave us back an NCO corps, and they gave us back an Army that fights: Generals Creighton Abrams, Fred Weyand, Bernie Rogers, Shy Meyer, John Wickham, Carl Vuono, Gordon Sullivan, and Denny Reimer.

These leaders rose to their enormous task because they understood the important distinction between command and effective leadership. They taught us that command is about authority, about an appointment to position - - a set of orders granting title. Effective leadership is different. It must be learned and practiced in order for it to rise to the level of art. It has to do with values internalized and the willingness to sacrifice or subordinate all other concerns - - advancement, personal well-being, safety - - for others. So these men of iron invested tremendous time, energy, and intellect in leader development - - to ensure that those who are privileged to be selected for command approach their duties with a sense of reverence, trust,



A resident of Fallujah approaches a burnt US military tow truck that was attacked by unidentified men along a highway early Tuesday. No one was reported injured in the attack. Ali Haider / AP Photo

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General Eric K. Shinseki Retirement Ceremony continued

and the willingness to sacrifice all, if necessary, for those they lead. You must love those you lead before you can be an effective leader. You can certainly command without that sense of commitment, but you cannot lead without it; and without leadership, command is a hollow experience - - a vacuum often filled with mistrust and arrogance.

Our mentors understood that mistrust and arrogance are antithetical to inspired and inspiring leadership - - breeding discontent, fostering malcontents, and confusing intent within the force. And so our mentors worked to reestablish that most important of virtues in our Army - - trust - - the foundation upon which we have built our reputation as an Army. We owe them all a tremendous debt of gratitude for the magnificent Army we have today and the legacy of trust and honor they sustained.

This week we celebrate The Army's 228th birthday - - 228 years. The Army's long history is, in so many ways, also the history of our nation - - a history including 10 wars and all the years of restless peace in between. In those years, Soldiers have been both servant and savior to the nation. Today, our nation is once again at war.

The current war brings me full circle to where I began my journey as a Soldier - - the lessons I learned in Vietnam are always with me. They involve changes in the way many of my generation learned to train, to lead, to fight, and to always offer our best military judgment to our superiors. These were hard-learned lessons - - lessons about loyalty; about taking care of the people who sacrifice the most for the good of the nation; about uncompromising readiness that is achieved only through tough, realistic training; about the necessity for inspired and inspiring leadership; about the agility and versatility demanded by a dynamic strategic environment; and most importantly, that the Army must do two things well each and every day - - train Soldiers and grow them into leaders - - leaders who can unequivocally and without hesitation answer the critical question asked of any warfighter - - "Can you fight?"

"Can you fight?"

That question and those lessons are enduring ones for the profession of arms. Four years ago, with these lessons in mind, with the results of our comprehensive Army transition assessment in hand, and with our eyes always on the dynamic strategic environment, we decided to undertake fundamental and comprehensive change. Those initiatives informed The Army Vision - - a vision that consists of three imperatives: People. Readiness. Transformation.

Secretary Brownlee - - Thank you for so well capturing the Army's progress toward achieving that vision - - a result of hard work by so many people. I'll only reinforce that transformation has never been about just one thing - - the future combat system or the objective force - - and The Army vision has never been about one person. The Army vision and transformation are about comprehensive change at the very heart of our institution - - of our culture: doctrine; organization; training; leader development; materiel; and Soldiers. This is the message we have consistently reiterated to all who are listening.

In these last months, the performance of Soldiers and Army families has spoken loudly, clearly, and eloquently - - since 11 September, we have been enormously successful operationally. In Afghanistan, as members of a combined, joint team,

Soldiers banished the Taliban and Al Qaeda in weeks. In Iraq, they fought with speed and agility to al-Samawah, al-Najaf, al-Hillah, Karbala, and Baghdad - - unseating a dictator, freeing an oppressed people, defeating a persistent enemy in spite of the harsh, unforgiving environment. Our Soldiers demonstrated unprecedented agility and flexibility: JSOTF West - - special operators fighting with armor and conventional artillery; JSOTF North - - the 173rd Airborne Brigade - - 1,000 paratroopers make a night jump and fight alongside TF 1-63 armor - - 1st ID, and TF 2-14 Infantry and a field artillery battery from the 10th Mountain; the 82nd Airborne Division task organized with 2nd ACR(-), TF 1-41 (Mech) from Fort Riley, and a bde of the 101st Air Assault Division; the 101st (-) fighting with TF 2-70 Armor of the 1st AD. With the greatest of agility, versatility, and courage, they fought to victory - - demonstrating once again that all our magnificent moments as an Army are delivered by our people. They won the fights, and they are now facing and overcoming tremendous challenges to ensure the Afghani and Iraqi people have the opportunity to rebuild their societies and create governments characterized by democracy, prosperity, peace, and hope rather than barbarity, instability, and pervasive fear. Just as impressively, Soldiers have simultaneously allowed our nation to fulfill commitments in other important regions - - the Sinai, the Balkans, the Philippines, and Korea to name but a few. And had the situation in Korea gone hot . . . We'd have been there, too. With deeds, not words, they have unequivocally answered the question, "can you fight?" They do not flinch. They do not waiver. Our Army fights and wins.

Those successes are enabled by our great young leaders - -

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Smoke rises from a U.S. ammunition vehicle which explodes inside the main U.S. military base in Baghdad, Iraq, Wednesday, June 11, 2003. The cause of the explosion is unknown at this time. No soldiers were reported injured or killed in the incident. (AP Photo/Victor R. Caivano)

General Eric K. Shinseki Retirement Ceremony continued

noncommissioned officers, lieutenants and captains, battalion and brigade commanders - - who understand both what a privilege it is to lead Soldiers and the tremendous responsibility that accompanies that privilege. They love their units and the Soldiers who fill them - - that is the essence of leadership.

Leadership is essential in any profession, but effective leadership is paramount in the profession of arms - - for those who wear the uniform and those who do not. We, in the Army, have been blessed with tremendous civilian leadership - - most notably in the service of Secretary Tom White, who we farewelled last month. We understand that leadership is not an exclusive function of uniformed service. So when some suggest that we, in The Army, don't understand the importance of civilian control of the military - - well, that's just not helpful - - and it isn't true. The Army has always understood the primacy of civilian control - - we reinforce that principle to those with whom we train all around the world. So to muddy the waters when important issues are at stake, issues of life and death, is a disservice to all of those in and out of uniform who serve and lead so well.

Our Army's Soldiers and leaders have earned our country's highest admiration and our citizens' broad support. But even as we congratulate our Soldiers when we welcome them home from battle, we must beware the tendency some may have to draw the wrong conclusions, the wrong lessons from recent operations - - remembering all the while that no lesson is learned until it changes behavior. We must always maintain our focus on readiness. We must ensure the Army has the capabilities to match the strategic environment in which we operate, a force sized correctly to meet the strategy set forth in the documents that guide us - - our national security and national military strategies. Beware the 12-division strategy for a 10-division Army. Our Soldiers and families bear the risk and the hardship of carrying a mission load that exceeds what force capabilities we can sustain, so we must alleviate risk and hardship by our willingness to resource the mission requirement. And we must remember that decisive victory often has less to do with the plan than it does with years invested in the training of Soldiers and the growing of leaders. Our nation has seen war too many times to believe that victory on the battlefield is due primarily to the brilliance of a plan - - as opposed to leadership, tactical and technical proficiency, sheer grit and determination of the men and women who do the fighting and the bleeding.

Throughout my career, it has been an honor to serve with leaders who understand and are committed to uphold those obligations and duties to Soldiers. Today, we find that kind of dedicated and caring leadership at every level in our Army. We are an institution that lives our values: loyalty. Duty. Respect. Selfless service. Honor. Integrity. Personal courage. Army values - - the bedrock on which our institution is built.

Those values are demonstrated outside our ranks as well as within - - shared by Army families, as well as Soldiers. In these last months, at the toughest times of greatest sadness and hardship, I have again and again been reminded that Army families and spouses are the most generous people I know.

As I was on the first day of my tenure four years ago, I am humbled to stand here on my last day as the 34th Chief of Staff of the United States Army. I thank the President for his confidence and trust in allowing me the opportunity to serve the nation and this Army that has been my family for 38 years. To Soldiers past and present with whom I have served, you have my deep and abiding respect and my profound thanks.

There is a magnificent Army out there - - full of pride, discipline, spirit, values, commitment, and passion. General Creighton Abrams reminded us that "Soldiering is an affair of the heart," and it's never been better to be a Soldier. We are a magnificent Army, and the nation knows it and honors our profession. Soldiers represent what's best about our Army and our nation - - noble by sacrifice, magnificent by performance, and respected by all - - they make us better than we ever expected to be. And for 38 years now, Soldiers have never allowed me to have a bad day.

My name is Shinseki, and I'm a Soldier. God bless all of you and your families. God bless our Soldiers and our magnificent Army, and God bless our great nation. Thank you, and goodbye.



US forces from "B" Company 26th Infantry of the US Army patrol a dusty road in Tuwaita, 50 kilometers south of Baghdad, Iraq on Wednesday, June 11, 2003. Tuwaita is the site of Iraq's largest nuclear facility which was pillaged by villagers during the war and now the object of UN inspectors concern for possible contamination. (AP Photo/Bullit Marquez)

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Saddam's surviving followers responsible for attacks on U.S. troops in Iraq, Rumsfeld says continued

Airborne Division, were evacuated to a field medical unit for treatment, the release noted. One wounded soldier later died, the release said.

The two soldiers were part of a group working at the trash collection point, the release continued, when a van with four passengers stopped in an alleyway about 250 yards away. Two of the van's passengers exited the vehicle, and each then fired a rocket-propelled grenade round at the U.S. troops.

One RPG round hit a vehicle, the release said, while the other impacted short of the soldiers' location. Eyewitnesses of the attack reported that the assailants fled down the alleyway.

U.S. forces bolstered patrols and searches in an effort to locate the assailants, the release said. Names of the injured and deceased are being held pending notification of next of kin.

Other U.S. troops serving in Iraq have been killed or injured during similar attacks in recent weeks, according to news reports.

During the Portugal news conference, Rumsfeld acknowledged that the current security situation in Iraq presents a challenge, noting the about 146,000 American and estimated 12,000 to 15,000 coalition troops "have a country the size of California" to patrol and maintain

order.

And besides the mission to eliminate remnant Saddam die-hards, Rumsfeld noted that "100,000 criminals" from Iraqi prisons were released into the streets during the war as the regime's fortunes became bleaker.

Consequently, he pointed out, "there has been some crime and wrongdoing" in Iraq since the end of the war.

However, "the United States is adding forces" in Iraq, Rumsfeld noted in Portugal, while "altering the mix of our forces so that their increased presence will be seen and felt in the country."

Also, discussions with 41 countries for more Iraq peacekeeping assistance "are taking place" now, the defense secretary remarked, noting, "additional countries are already putting forces into Iraq."

Attacks against U.S. and coalition troops in Iraq won't cease "in the next month or two or three," Rumsfeld observed.

Instead, "it will take time to root out the remnants of the Saddam Hussein regime," he pointed out.

However, "we intend to do it," Rumsfeld asserted to reporters.

Personnel chief says 'time is now' for changes in the system

by Sgt. 1st Class Doug Sample, American Forces Press Service

WASHINGTON, June 10, 2003 — The "time is here and now" to modernize Defense Department personnel practices with changes to the civil service system, said David S. C. Chu, undersecretary of defense for personnel and readiness, during a Pentagon briefing today.

In a step that will transform the way DoD does business, Chu said a bill before lawmakers would bring the civil service system into the 21st century and into place with modern business practices.

He said some measures in that bill will eliminate decades-old policies of guaranteed annual pay raises and General Schedule pay step increases. And the bill would also seek changes in the way government personnel are hired, fired and promoted.

"This is not a new set of developments," he observed, adding that the call for change comes from years and "decades of calls that we need to modernize these processes."

Chu, who is DoD's senior policy adviser for recruitment, career development, pay and benefits for all active duty military, Guard and Reserve personnel and roughly 700,000 DoD civilians, said two proposals are aimed at changing hiring practices and the pay schedule for federal employees.

He told reporters the federal government places too many restrictions in the hiring of new workers and that those restrictions need to be

relaxed if the government is to compete with outside industry for new talent.

Chu said that the department cannot "compete in the modern marketplace for talent with the tools that we have." He cited, for example, what DoD goes through in recruiting.

"If you go to a college job fair ... and you tell them it's going to take three months before I give you an answer, that young man or young woman is typically not going to wait for you," he said. "They're going to have to be awfully committed to your cause to sit it out that long."

"We have all sorts of restrictions of who we can hire, how we can hire. So we're asking in the proposed statute that we relax some of those restrictions," he added.

Chu said the current General Schedule pay system of automatic annual raises — regardless of performance — and rewards based on longevity is running backwards and "not meeting the marketplace standards," he said.

"The one thing that our own people in the surveys that the Office of Personnel Management conduct have criticized about our system is that the good performers are resentful in that they get the same reward as the person who is just sort of getting by," he said.

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Medal of Honor recipients were motivated by loyalty to comrades, country

by David Josar, Stars and Stripes

STUTTGART, GERMANY — The gold medals on blue-and-white ribbons strung around their necks looked out of place.

Joseph Rodriguez, a retired Army colonel, and Roger Hugh Donlon, a retired Army Special Forces colonel, would have looked more fashionable with neckties, but when you are Medal of Honor recipients helping celebrate the Army's 228th birthday, you wear the medal.

Rodriguez, 74, and Donlon, 69, are in Germany this week meeting and talking with soldiers. They will be guests of honor Friday at the U.S. European Command Army Ball in Stuttgart.

On Monday, they spoke on Patch Barracks in Stuttgart to around 200 troops about their experiences, lives, heroism and the military.

A third Medal of Honor recipient, retired Army Capt. James Burt, was unable to attend as planned because of medical reasons.

"We did not do it to be heroes," said Rodriguez, who received his medal for actions during the Korean War just seven months after being drafted into the Army. He was 22 years old.

"We did it because of our loyalty to the men we were with and to our country."

No one who has received the Medal of Honor views his actions in combat as extraordinary, said Donlon, who received his medal for helping protect a camp during the Vietnam War while sustaining multiple injuries.

"No recipient looks at it as going above and beyond," he said. "What you did wasn't [because of] hatred of the enemy but for love of the men you've had a responsibility for."

The U.S. president, in the name of Congress, has awarded more than 3,400 Medals of Honor to members of the U.S. military since the medal's creation in 1861.

Rodriguez and Donlon said they wanted to reassure the troops what they are doing, especially in the wake of Operation Iraqi Freedom, is important.

"We need to remember we're Americans," Donlon said.

Donlon said even neighbors who never served in the military are proud of what the soldiers have been able to do in combat in Iraq.

Rodriguez said it may not be clear to every man and woman who serves in the military what a particular conflict is about, but they must be confident in their leaders that there is a purpose and reason.

In February 1952, Rodriguez was a private first class when, as an assistant squad leader, he participated in an attack against a fanatical



Medal of Honor recipients retired Army Col. Joseph Rodriguez, left, and retired Army Col. Roger Hugh Donlon discuss what they did to earn the highest military award for bravery. They are in Stuttgart this week to help celebrate the Army's birthday and to attend the Army ball on Friday.

hostile force, according to the medal citation. His squad was stopped by a barrage of automatic weapons, small-arms fire and grenades from five places.

He ran up a hill into enemy gunfire and lobbed grenades into foxholes, killing 15 enemy troops and allowing his unit to proceed.

Donlon received his medal for actions in December 1964. He was a captain serving as the commander of a U.S. Army Special Forces detachment at Camp Nam Dong in Vietnam when a battalion of Viet Cong launched a full-scale, pre-dawn attack on the camp, according to the medal citation.

During the ensuing five-hour battle, Donlon directed the defense operations in the midst of an enemy barrage of mortar shells, falling grenades and heavy gunfire.

The highlights of his heroism include annihilating a demolition team of three enemy soldiers, stopping the breach of the main gate by dashing through small-arms fire and exploding grenades, risking his life by staying behind to direct the withdrawal of his wounded soldiers and dragging wounded soldiers to safety. He was shot in the left shoulder and was wounded in the leg from a hand grenade. A mortar shell also exploded, injuring his face and other parts of his body. Despite his injuries, Donlon continued to help injured soldiers and protect the camp. In the end, 54 enemy soldiers were killed.

Donlon and Rodriguez's personal heroes, though, are not military leaders or political powerhouses or sports stars or great diplomats. They both put their fathers at the top of their hero lists.

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Personnel chief says ‘time is now’ for changes in the system continued

He said a system of pay bands would better reflect the system the Defense Department is seeking. Career fields would be assigned a salary range based on entry, journeyman and executive levels, he said. Managers and supervisors would then determine what salaries to offer based upon a budget.

“We’re constrained not by the general schedule, which is the way we do it today,” Chu noted, but the manager and supervisor is “constrained by the budget, which is the way we should operate – the way the law of the land operates.”

The top personnel chief also discussed the “controversial aspect” of pay banding: performance. “You create a pay pool with the money you would otherwise have for the so-called within grade increases”, Chu said.

“Indeed, with an annual salary increase and the bonus pools, you have a great pool of money, and you allocate that disproportionately to your best performers. And the mechanics of how you do it can differ among various systems.”

Another benefit of the pay band system is that managers can change a person’s job duties and compensate them accordingly without going through the time- consuming process of “recompeting” the job, he added.

Chu pointed out that despite rumors, the department does not seek to end collective bargaining with unions. However, he said the Defense Department is moving to bargain with national unions on those issues that are “cross- cutting,” issues that affect more than one local union.

There are 1,366 local unions in the Defense Department, he noted, “that is a recipe for long delays in taking needed steps,” he said.

“It’s more constructive to bargain at a national level. So this is not an end to collective bargaining. It is a change in how we conduct collective bargaining. We think it is a change that would be actually better for our people.”

Chu also said the bill before Congress addresses the status of some

300,000 jobs that are now conducted by uniformed military personnel in the Pentagon.

“A number of slots now occupied by military personnel will probably be converted to civil service status — in fact, quite a significant number,” he said. “We have quite a bit of military doing things we don’t absolutely have to have military people doing.”



UN safety inspectors from the IAEA (International Atomic Energy Agency), both wearing chemical suits, talk prior to entering a building at the nuclear facility in Tuwaitha, 50 kilometers south of Baghdad, on the fifth day of their inspection of the looted site Wednesday June 11, 2003. The UN inspectors are checking the facility and barrels for contamination after villagers pillaged the sprawling compound following the war in Iraq which saw the end of Saddam Hussein’s regime. (AP Photo/Bullit Marquez)

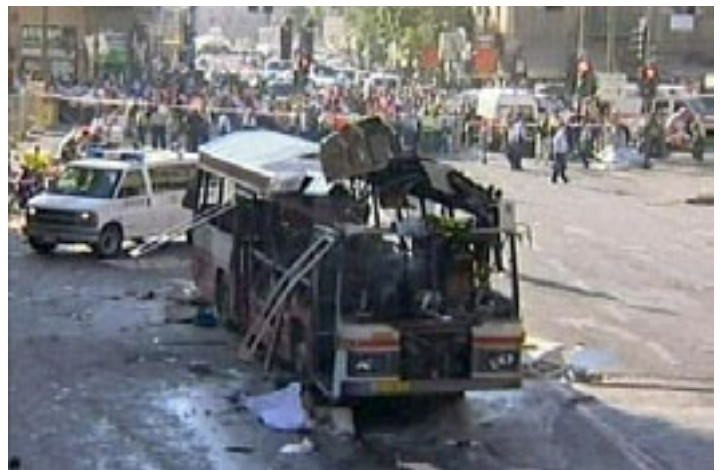
Medal of Honor recipients were motivated by loyalty to comrades, country continued

Rodriguez’s mother died when he was 5, and his father remarried. He has a total of 17 siblings.

“My father knew his responsibilities and how to raise us,” Rodriguez said. “When he told you something, you listened ... not like today.”

Donlon said he grew up emulating his father, who served in World War I, and his older brothers who also served in the military. He said the lessons his father taught him, such as respect and responsibility, are what have guided his life.

“He taught me about service and commitment and country,” Donlon said. “Your word is your bound. Your signature is your seal.”



The wreckage of a bus is cordoned off after a suicide bomber onboard blew himself up, in this image made from television Wednesday, June 11, 2003 on Jaffa Street in downtown Jerusalem. The bomber killed at least 13 bystanders, including himself, and wounded at least 40. (AP Photo/APTN)

Beijing plans to reorganize its armed forces

Military to Be Streamlined To Extend China's Influence

By John Pomfret, Washington Post Foreign Service

BEIJING, June 10 — China has decided to eliminate 500,000 members of the People's Liberation Army — about 20 percent of its force — in an effort to turn the world's largest standing military into a streamlined, modern organization, Chinese and Western sources said today.

The plan would cut the size of the army over the next five years to about 1.85 million troops, the sources said on condition of anonymity. The Chinese government spends up to \$60 billion a year on defense, comparable to Russian military expenditures, according to a report last month by the Council on Foreign Relations.

The military modernization is taking place as this country seeks to parlay its emerging economic power into greater geopolitical influence. China now has the sixth-largest economy in the world, according to the World Bank. Once confined to Asia, Chinese interests now span the seas. More than 50 percent of imported oil comes from the Middle East, and China's energy investments range from Sudan to Venezuela and Kazakhstan.

While there has been notable economic success here, military modernization has proved elusive. In late April, 70 sailors and officers died on board a submarine in the country's worst publicly acknowledged military accident. The Council on Foreign Relations report concluded that China is far from becoming a global military power and that it remains at least two decades behind the United States in military technology and ability.

Western and Chinese sources said the troop cuts were approved during the 16th Congress of the Communist Party in November and at a subsequent meeting of the Central Military Commission, the country's highest military body.

In a speech on May 23, President Hu Jintao hinted at the cuts, ordering the military to work on the development of reserve units and to find jobs for demobilized soldiers. In the speech at a meeting of the Communist Party's Politburo to study the "world's modern militaries" — a clear reference to the United States — Hu urged the army to carry out "developmental leaps in the modernization of national defense and the military."

Citing contacts in China's armed forces, a Western military officer said the cuts would focus on demobilizing a vast array of nonessential personnel.

Analysts liken the People's Liberation Army to a large state-owned corporation. It has its own hospitals, schools, movie studios, TV production centers, publishing houses, opera troupes, textile factories, farms and hotels. Many of these organizations are "an unnecessary drain on their resources," the Western military officer said.

Dozens of military hospitals will be put under the control of local civilian authorities, a decision that has been further influenced by the outbreak of SARS, severe acute respiratory syndrome, the sources said. During the initial phase of the disease's outbreak, military hospitals did not report their SARS statistics to the central government, sowing confusion about the extent of the problem. Command headquarters will be closed and military schools will be merged, the officer said.

Significantly, the demobilization, the second major troop cutback since 1997, when China also cut 500,000 soldiers, does not appear to be proceeding simultaneously with an overhaul of the military's command structure, two Chinese sources said. Newspapers in Hong Kong and Singapore have reported in recent weeks that the Chinese government was prepared to replace its Soviet-era continental command structure with a military more geared to projecting power toward Asia's sea lanes and Taiwan.

The Council on Foreign Relations report had listed that reform as a key way to gauge the pace of modernization.

However, the news reports appear to be premature, and China seems to be headed for a less ambitious tweaking of its current system, Chinese sources said. At most, China will cut the number of military regions from seven to six, merging the Jinan Military Region with the Nanjing Military Region, the sources said. The Nanjing Military Region is tasked with leading unification efforts with Taiwan, a focal point for military preparedness. The government continues to threaten Taiwan with attack if the island democracy of 23 million people declares independence.

Chinese military officers said they expect no broad structural changes in the PLA as long as former president Jiang Zemin retains control as chairman of the Central Military Commission.

Modernization efforts are hampered in part by an overemphasis on politics, analysts said. Western military officers estimated that some units spend 30 percent of their training time studying politics.

"Sometimes it seems that sloganeering is the main task of the PLA," said one Western military attache.

Reform is also hurt by the contradictory tasks that are part of the military mission. The primary mission is to help keep the Communist Party in power. The PLA maintains a large nationwide force to suppress demonstrations, riots and peasant uprisings.

As a result, some of the demobilized soldiers will be transferred directly to the People's Armed Police, an internal security force that has grown to more than 1 million. A similar transfer took place in the 1997 military cutback. The PLA has invested heavily to create an arsenal of accurate short-range missiles to support another major goal, unification with Taiwan. It is building and training with amphibious craft, and has bought a stock of Russian equipment —

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HANDLE WITH CARE — Wearing a bomb suit, Navy Petty Officer 1st Class Jeff Kuhar uses a manipulator to pick up an inert suspect explosive at Naval Submarine Base King's Bay, Ga., June 5. Kuhar, from Leesburg, Pa., is a member of Explosive Ordnance Disposal Mobile Unit Six Detachment King's Bay. The unit trains regularly, routinely responds to emergencies both on base and in the civilian community, and is equipped to respond to nuclear, biological and chemical threats. U.S. Navy photo by Chief Photographer's Mate Chris Desmond

Beijing plans to reorganize its armed forces continued

dozens of advanced fighters and fighter-bombers, at least four diesel submarines and two advanced destroyers armed with state-of-the-art anti-ship torpedoes. The acquisitions are intended to create a force capable of bullying Taiwan and thwarting U.S. intervention in any conflict between China and Taiwan, military analysts said.

Taiwan unification also requires creation of a war-fighting command structure that can integrate army, navy, air force and rocketry forces, analysts said. Gen. Liang Guanglie, the PLA's new chief of staff and the former commander of the Nanjing Military Region, has been given the authority to create such a command structure, Chinese military sources said. The PLA mission also includes deployment in



Iraqis walk through unexploded ordnance unmindful of the dangers it might pose at Nuwab al-Thubat, a neighborhood southeast of Baghdad, Tuesday, June 10, 2003 in Iraq. Live munitions still litter the capital after being abandoned by fleeing Iraqi forces during the war. (AP Photo/Samir Mezban)



German soldiers stand beside a coffin of a comrade at the military airport in Cologne, western Germany, Monday, June 10, 2003. For German soldiers were killed by a suicide bomber attack on a bus carrying German peacekeepers through Kabul on Saturday, June 7, 2003. Some 29 German soldiers were wounded. (AP Photo/Michael Sohn)

the vast western regions of Xinjiang and Tibet, where it functions as an expeditionary force, patrolling borders and pacifying restive ethnic populations. In those zones, the military resembles the army of China's imperial past. It runs farms, undertakes engineering projects and operates garrisons throughout those territories.